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Measures to eliminate international terrorism

Security Council
Sixty-ninth year

Identical letters dated 8 May 2014 from the Permanent Representative of the Syrian Arab Republic to the United Nations addressed to the Secretary-General and the President of the Security Council

Further to our letters regarding the systematic and deliberate crimes committed by armed terrorist groups with the intent of destroying archaeological and religious sites and historical and cultural monuments in Syria and replacing that legacy with a tyrannical ideology that has no connection with any civilization, I should like to inform you that, on the morning of 8 May 2014, another terrorist attack occurred in the city of Aleppo. In this latest attack, armed terrorist groups bombed the historical Carlton Hotel, killing a number of persons and destroying the building completely. Several nearby archaeological sites were also severely damaged.

It is worth noting that this crime is not the first directed against Aleppo's cultural and religious legacy. The Carlton Hotel was the target of two prior attempts to destroy it, both of which were thwarted by the Syrian Arab Army. Armed terrorist groups had also previously burned the city's market, the oldest in the world, and attacked the Great Umayyad Mosque.

The armed terrorist group calling itself the Islamic Front has taken responsibility for this crime. This action is yet further evidence in support of the request that Syria submitted to the Security Council for the inclusion of the so-called Islamic Front in the list of terrorist organizations. The methods used in this terrorist attack are in line with the terrorist tactics of Al-Qaida.

While the Government of the Syrian Arab Republic affirms its resolve to counter terrorism in Syria and its determination to defend the Syrian people and their cultural and historical legacy, it calls on the Security Council and the Secretary-General of the United Nations to condemn these crimes in a clear and stern manner. It also calls on them to act quickly to include the Islamic Front in the List maintained by the Security Council Committee pursuant to resolutions 1267 (1999) and 1989 (2011) a concerning Al-Qaida and associated individuals and entities. The Government furthermore calls on them to take immediate action

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against those States that support and sponsor these terrorist organizations and hold them accountable for providing financial and logistical to those organizations, and compel them to desist from doing so.

I should be grateful if the present letter could be circulated as a document of the General Assembly, under agenda item 110 on measures to eliminate international terrorism, and of the Security Council.

(*Signed*) Bashar **Ja'afari**
Ambassador
Permanent Representative

the period from 10 April to 30 June 2014 to meet the most critical and immediate start-up requirements for the establishment of MINUSCA, including the subsuming of BINUCA, pursuant to paragraph 8 of section VI of General Assembly resolution 64/269. Information on these requirements is set out in section III of the present note.

II. Mandate and planned results

Overall

3. The Security Council, by its resolution 2149 (2014) of 10 April 2014, established with immediate effect the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic for an initial period until 30 April 2015. By the same resolution, the Council requested the Secretary-General to subsume the presence of the United Nations Integrated Peacebuilding Office in the Central African Republic into MINUSCA to ensure a seamless transition from BINUCA to MINUSCA. Also by the same resolution, the Council decided that, as from 15 September 2014, MINUSCA will initially comprise up to 10,000 military personnel, including 240 military observers and 200 staff officers, and 1,800 police personnel, including 1,400 formed police unit personnel and 400 individual police officers, and 20 corrections officers.

4. The mandate entrusted to MINUSCA by the Security Council, as contained in paragraph 30 of its resolution 2149 (2014), focuses on the following priority tasks: (a) protection of civilians; (b) provision of support for the implementation of the transition process, including efforts in favour of the extension of State authority and preservation of territorial integrity; (c) facilitation of the immediate, full, safe and unhindered delivery of humanitarian assistance; (d) protection of the United Nations; (e) promotion and protection of human rights; (f) support for national and international justice and the rule of law; and (g) disarmament, demobilization, reintegration and repatriation.

5. In addition, as laid down in paragraph 31 of the same resolution, the Security Council entrusted MINUSCA with additional tasks as conditions permit and requested the Secretariat to begin planning for these tasks, as follows: (a) provide support for security sector reform and vetting processes, including through the provision of strategic policy advice and coordination of technical assistance and training; (b) coordinate international assistance, as appropriate; (c) provide assistance to the Committee established pursuant to paragraph 57 of resolution 2127 (2013) and the Panel of Experts established by the same resolution, within its capabilities, including by communicating information relevant to the implementation of the mandate of the Committee and Panel of Experts; (d) monitor the implementation of the measures imposed by paragraph 54 of resolution 2127 (2013), in cooperation with the Panel of Experts established pursuant to resolution 2127 (2013), including by inspecting all arms and related materiel regardless of location, and advise the Transitional Authorities about efforts to keep armed groups from exploiting natural resources; and (e) seize and collect arms and any related materiel the transfer of which into the Central African Republic violates the measures imposed by paragraph 54 of resolution 2127 (2013) and record and dispose of such arms and related materiel, as appropriate.

6. The Security Council also decided that the transfer of authority from the African-led International Support Mission in the Central African Republic (MISCA) would take place on 15 September 2014. Moreover, the Council decided to transfer the Guard Unit, with its original mandate, from BINUCA to MINUSCA until 15 September 2014. In addition, it requested the Secretary-General, in close coordination with the African Union, to deploy a transition team to set up MINUSCA and prepare the seamless transition of authority from MISCA to MINUSCA by 15 September 2014, and to appoint a Special Representative for the Central African Republic and Head of Mission of MINUSCA to assume overall authority on the ground for coordination of all activities of the United Nations system in the Central African Republic. Furthermore, the Council requested the Secretary-General to deploy to MINUSCA before 15 September 2014 military enablers, including those transferred from other, downsizing peacekeeping operations and through inter-mission cooperation, as may be necessary, in order to reinforce the mission's military and police components and enable them to immediately commence the discharge of their mandated tasks on 15 September 2014.

Planning assumptions and support initiatives

7. Taking into account the conditions on the ground, the high-risk environment and the limited scope of existing infrastructure, the support arrangements for MINUSCA will leverage the principles of the global field support strategy. These arrangements will include a light-footprint driven by existing infrastructure and security considerations, with non-location dependant functions to reside outside the Central African Republic; the use of multiple capacities (civilian contractual personnel, military enablers, national and regional capabilities and United Nations capabilities, including in partnership with other United Nations entities); the maximum use of special measures within the purview of the Secretary-General; and the leveraging of the support capacities of the Regional Service Centre in Entebbe, Uganda and the United Nations Global Service Centre in Brindisi, Italy, on an ongoing basis. In order to ensure seamless transition and to facilitate the implementation of the Mission's mandate, a phased deployment approach will be followed.

8. With mandated security operations expected to commence with effect from 15 September 2014, preparations are under way to provide support for the deployment of up to 10,000 military personnel, including 240 military observers and 200 staff officers, and a police component of 1,800 personnel, comprising 400 individual police officers and 1,400 formed police personnel, and 20 corrections officers. A substantial number of troops and police are expected to transfer from MISCA on 15 September 2014 in parallel with the transfer of responsibility for security operations. The United Nations Guard Unit of BINUCA, comprising 560 military personnel, has been transferred with effect from 10 April 2014 from BINUCA to MINUSCA to provide security for United Nations personnel and assets.

9. The proposed resources provide for the phased deployment of up to 124 military observers, 6,970 military contingent personnel (including 54 staff officers), 1,364 police personnel (241 United Nations police officers and 1,123 formed police personnel), 20 corrections officers and 808 civilian personnel by 31 December 2014, including 155 positions previously approved by the General Assembly for BINUCA. The staffing complement will be managed flexibly across the substantive, support

and security components based on emerging priorities, including in the areas of civil and political affairs, communications and public information, police, justice and corrections, security sector reform, weapons and ammunition management, human rights, child protection, humanitarian access and coordination, security, disarmament, demobilization, reintegration and repatriation, protection of civilians, economic governance and gender issues, including sexual violence, and the full range of support and security functions.

10. The proposed number of civilian personnel represents the most immediate human resources requirements of the Mission for the period from 10 April to 31 December 2014 and is without prejudice to any decision that the General Assembly may take about the proposed civilian staffing establishment for MINUSCA when it considers the full budget for the period from 1 July 2014 to 30 June 2015 during the main part of its sixty-ninth session.

11. In addition to the mandated tasks to be carried out by MINUSCA, activities during the period from 10 April to 15 September 2014 will focus on the establishment of the necessary facilities and infrastructure to ensure a smooth transition from MISCA to MINUSCA. The establishment of MINUSCA will require significant resources for the construction of facilities during the initial phases of deployment, taking into account the extremely poor infrastructure and the critical and necessary security requirements for residential and office premises. In addition, supply chains for food, water, fuel and other supplies will have to be put in place.

12. Based on initial planning efforts to be refined over the coming months, it is assumed that MINUSCA will be deployed throughout 45 locations in the Central African Republic, including a Mission headquarters (Bangui), logistics base, 3 regional headquarters, 24 team sites and 4 airfields, with uniformed personnel to be accommodated in military and formed camps. The related construction programme required to complete the deployment in the Mission area will be phased over a number of financial periods, with proposed resources in the present note related to the commencement of the initial phase of the establishment of facilities.

13. Significant resources will be required for the acquisition programmes under ground transportation, communications and information technology, and the associated establishment of infrastructure and other critical equipment. Overall requirements reflect the continuation of the establishment programme which commenced in April 2014, taking into account existing assets deployed in BINUCA, assets to be purchased during the 2013/14 period, lead times for procurement, as well as the traditional time lags in the establishment of peacekeeping missions. Acquisitions are contingent on the expected deployment by the end of the first full year of operations based on lead times in procurement and delivery, and the need to have equipment available in parallel to the deployment of associated personnel. Equipment will be sourced from other downsizing missions and the strategic deployment stocks, as well as from systems contracts and through external acquisition.

14. The proposed provisions for operational costs will also provide for capacity to acquire the first complement of required equipment, including the acquisition of 461 vehicles (including 10 armoured vehicles), very high frequency/ultra-high frequency (VHF/UHF) equipment, satellite equipment, telephone equipment and communications vehicles, computing devices, routers and wireless networks.

15. Current planning anticipates a requirement for 12 aircraft (8 military and 4 civilian), the majority being rotary-wing aircraft in light of the poor condition of infrastructure for fixed-wing aircraft. The anticipated fleet includes utility rotary-wing, heavy rotary-wing and cargo fixed-wing aircraft. The proposed resources provide for the deployment of an average of five aircraft through the period until 31 December 2014, comprising one fixed-wing and four rotary-wing aircraft.

16. The funding proposal has been developed on the basis of key planning parameters associated with circumstances on the ground, recent experience with other missions and immediate resourcing requirements for the initial deployment of the Mission. Detailed planning will continue over the coming weeks as the deployment of the Mission progresses, which will constitute the basis for the formulation of the proposed budget for the period from 1 July 2014 to 30 June 2015, to be submitted to the General Assembly for its consideration during the main part of its sixty-ninth session.

III. Financial resource requirements for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic for the period from 10 April to 31 December 2014

(Thousands of United States dollars)

	Commitment authority		
	From 10 April to 30 June 2014	*From 1 July to 31 December 2014*	*Total from 10 April to 31 December 2014*
Category	*(1)*	*(2)*	*(3)=(1)+(2)*
Military and police personnel			
Military observers	–	2 149.8	2 149.8
Military contingents	12 100.1	64 895.8	76 995.9
United Nations police	–	3 927.6	3 927.6
Formed police units	–	13 486.0	13 486.0
Subtotal	**12 100.1**	**84 459.2**	**96 559.3**
Civilian personnel			
International staff	–	–	–
National staff	–	–	–
United Nations Volunteers	337.4	1 091.6	1 429.0
General temporary assistance	6 392.3	39 023.8	45 416.1
Government-provided personnel	181.7	438.0	619.7
Subtotal	**6 911.4**	**40 553.4**	**47 464.8**
Operational costs			
Civilian electoral observers	–	–	–
Consultants	–	38.0	38.0

	Commitment authority		
Category	From 10 April to 30 June 2014 (1)	From 1 July to 31 December 2014 (2)	Total from 10 April to 31 December 2014 (3) = (1) + (2)
Official travel	1 641.0	924.0	2 565.0
Facilities and infrastructure	13 791.5	45 558.2	59 349.7
Ground transportation	12 003.3	30 152.9	42 156.2
Air transportation	5 458.0	14 810.0	20 268.0
Naval transportation	–	–	–
Communications	4 375.3	14 881.4	19 256.7
Information technology	1 394.3	5 439.1	6 833.4
Medical	150.8	1 150.1	1 300.9
Special equipment	–	128.7	128.7
Other supplies, services and equipment	1 726.3	15 077.3	16 803.6
Quick-impact projects	–	252.1	252.1
Subtotal	**40 540.5**	**128 411.8**	**168 952.3**
Gross requirements	**59 552.0**	**253 424.4**	**312 976.4**
Staff assessment income	621.9	3 649.8	4 271.7
Net requirements	**58 930.1**	**249 774.6**	**308 704.7**
Voluntary contributions in kind (budgeted)	–	–	–
Total requirements	**59 552.0**	**253 424.4**	**312 976.4**

17. For the period from the establishment of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic on 10 April 2014 to 31 December 2014, the proposed resources in the total amount of $312,976,400 gross ($308,704,700 net) comprise the commitment authority granted by the Advisory Committee in the amount of $59,552,000 gross ($58,930,100 net) for the immediate and essential requirements for the initial establishment of MINUSCA for the period from 10 April to 30 June 2014 and the amount of $253,424,400 gross ($249,774,600 net) for the operation of the Mission for the period from 1 July to 31 December 2014, pending the submission to the General Assembly of the full budget of the Mission for the period from 1 July 2014 to 30 June 2015. The proposed resources would provide for the phased deployment of up to 124 military observers, 6,970 military contingent personnel (including 54 staff officers), 1,364 police personnel (241 United Nations police officers and 1,123 formed police personnel) and 20 corrections officers. It would also provide for the phased deployment of 808 civilian personnel by 31 December 2014, comprising 485 international staff, 41 National Professional Officers, 216 national General Service staff and 66 United Nations Volunteers, including 155 positions previously approved by the General Assembly for BINUCA.

Military and police personnel

18. The cost estimate of $96,559,300 for military and police personnel provides for requirements for the United Nations Guard Unit and the deployment of military enablers for the period from 10 April to 30 June 2014 as well as the phased deployment of 8,458 uniformed personnel for the period from 1 July to December 2014. The projected average monthly deployment of 6,329 uniformed personnel reflects a delayed deployment factor of 46 per cent for the period from 1 September to 31 December 2014. The cost estimate would cover standard reimbursements to troop- and formed police-contributing Governments for troops and formed police personnel, major equipment and self-sustainment, emplacement travel, freight costs for the deployment of contingent-owned equipment, associated allowances and rations. The estimate takes into account that the majority of the current MISCA troops and police will be rehatted with the transfer of authority to MINUSCA on 15 September 2014.

Civilian personnel

19. The provision of $47,464,800 for civilian personnel would provide for the phased deployment of up to 808 civilian personnel, comprising 485 temporary international staff and 257 temporary national staff to be funded under general temporary assistance, 66 United Nations Volunteers and 20 corrections officers by 31 December 2014. The cost estimate takes into account a vacancy factor of 28 per cent for the period from 1 July to 31 December 2014, bearing in mind lead times for the recruitment and phased deployment of civilian personnel. The cost estimate includes the amount of $6,911,400 for the period from 10 April to 30 June 2014 based on the phased deployment of up to 424 temporary international and national staff, including 155 positions previously approved by the General Assembly for BINUCA.

Operational costs

20. The provision of $168,952,300 for operational costs would provide for the initial phase of the establishment of the Mission's facilities and related infrastructure, the acquisition of vehicles and communications and information technology equipment, and for the deployment of rotary-wing and fixed-wing aircraft. It includes the amount of $40,540,500 for the most essential and immediate requirements for the initial construction of the Mission's facilities, the acquisition of major items of equipment and supplies, as well as the rental and operation of rotary-wing and fixed-wing aircraft for the period from 10 April to 30 June 2014.

21. The provision includes requirements for the acquisition of light passenger vehicles to support mobility, buses, fuel trucks, ambulances and armoured vehicles, as well as ground support, engineering and material-handling equipment. In addition, the cost estimate provides for the acquisition of VHF/UHF equipment, global positioning system receivers, satellite and telephone equipment, transportable air traffic control towers and communications vans, public information equipment computer devices, printers, servers and equipment for wireless local area networks as well as related spare parts and supplies. To the extent possible, equipment will be sourced from other downsizing missions and from the strategic deployment stocks, as well as from systems contracts and through external acquisition.

22. MINUSCA will be dependent on air transportation for mobility and support in the planned area of operations throughout 45 locations in the Central African

Republic, including a Mission headquarters (Bangui), logistics base, 3 regional headquarters, 24 team sites and 4 airfields, with uniformed personnel to be accommodated in military and formed police camps. To this end, the proposed cost estimate provides for the rental and operation of five aircraft (1 military fixed-wing cargo aircraft and 2 military and 2 civilian utility helicopters, including heavy-lift aircraft) through the period until 31 December 2014 for approximately 2,000 flight-hours and related requirements for air crew subsistence allowances, satellite tracking and baggage handling services, landing fees and ground handling charges, and for petrol, oil and lubricants.

23. The cost estimate also provides for requirements for the initial deployment of United Nations-owned equipment and other freight services, taking into account the magnitude of the Mission area and logistical challenges in the movement of equipment within the Mission area. The cost estimate also provides for training and non-training official travel within and outside the Mission area. The provision for quick-impact projects would facilitate the commencement of projects for the period from 1 July to 31 December 2014.

24. The cost estimate includes the amount of $40,540,500 for the most essential and immediate requirements for the initial construction of the Mission's facilities and the acquisition of major items of equipment and supplies, as well as the rental and operation of four rotary-wing and one fixed-wing aircraft for the period from 10 April to 30 June 2014.

IV. Human resource requirements for MINUSCA for the period from 10 April to 31 December 2014

25. The table below sets out the projected deployment of military and police personnel as well as civilian personnel of MINUSCA for the period from 10 April to 31 December 2014 and includes the United Nations Guard Unit and 155 civilian positions previously approved by the General Assembly for BINUCA.

Projected deployment of MINUSCA personnel as at 31 December 2014

Category of personnel	*Number of personnel*
Military and police personnel	
Military observers	124
Military contingents	6 970
United Nations police	241
Formed police units	1 123
Civilian personnel	
United Nations Volunteers	66
Temporary positions	
International staff	485
National staff	
National Professional Officers	41
National General Service staff	216
Government-provided personnel	20

Military and police personnel

26. On the basis of the current and anticipated deployment of uniformed personnel, the Mission projects the phased deployment of 124 military observers, 6,970 military contingent personnel, 241 United Nations police and 1,123 formed police personnel by 31 December 2014. After the application of a 10 per cent delayed deployment factor, the proposed resources provide for the deployment of an average of 111 military observers, 5,203 military contingent personnel, 197 United Nations police officers and 818 formed police personnel during the period from 1 September to 31 December 2014. This provision represents a realistic expectation of what the Mission will be able to deploy from 1 July to 31 December 2014 and includes the Guard Unit transferred from BINUCA to MINUSCA with effect from 10 April 2014. The phased deployment of military and police personnel takes into account the planned transfer of authority on 15 September 2014 to MINUSCA from MISCA.

Civilian personnel

27. The table below provides the projected number of civilian personnel to be deployed in MINUSCA for the period from 10 April to 31 December 2014.

International staff										*National staff*			
USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2/1*	*FS*	***Subtotal***	*General Service*	*Professional Officer*	*United Nations Volunteers*	***Total***
1	3	4	14	43	63	82	10	265	**485**	216	41	66	**808**

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service.

28. The requirements for the Mission remain fluid and the proposed civilian positions have been identified as a broad complement of requirements. The civilian staffing requirement for the initial phase of the Mission has been developed with reference to historical deployment patterns and typical mission structures, and is limited to the realistic and achievable projection for deployment for the period up to 31 December 2014. Commencing with the core leadership team, comprising the Special Representative of the Secretary-General, a Deputy Special Representative of the Secretary-General, who will also function as the United Nations Resident Coordinator and the United Nations Development Programme Resident Representative, and a Deputy Special Representative of the Secretary-General (Political), recruitment will proceed as planning and associated priorities are further developed with regard to functional components and individual roles. In this regard, and as requested by the Security Council in its resolution 2149 (2014), the staffing complement of BINUCA was subsumed into MINUSCA with effect from 10 April 2014. The civilian recruitment process will be open and transparent in accordance with United Nations rules and regulations, and established rosters will be relied on to the extent possible.

29. The civilian component will be structured in such a way as to facilitate the implementation of the mandate entrusted by the Security Council in its resolution on MINUSCA. Critical functions would cover civil and political affairs, communications and public information, police, justice and corrections, security sector reform, human rights, child protection, humanitarian access and coordination,

security, disarmament, demobilization, reintegration and repatriation, weapons and ammunition management, protection of civilians, economic governance and gender issues, including sexual violence and the full range of support and security functions.

30. During the period from 10 April to 31 December 2014, the emphasis of the support component of the Mission will be on undertaking a wide range of activities, including the provision of administrative, logistical and technical support to the military and police components and to the substantive offices of MINUSCA in the implementation of the Mission's mandate. This effort will include the establishment of the Mission's infrastructure and related acquisition activities, the development and establishment of appropriate security and support arrangements, the recruitment and deployment of 808 civilian personnel, including personnel that have been subsumed from BINUCA, and the provision of direct support to the uniformed component of 8,458 personnel and 20 corrections officers anticipated to be deployed by 31 December 2014.

31. In addition, during the period until 31 December 2014, key logistics and administrative functions will be put in place that cover the areas of mission support management, audit, contracts management, human resources, budget and finance, procurement, logistics, engineering, air and ground transport, movement control, communications and information technology, supply, medical, United Nations and contingent-owned equipment asset management and cartography.

V. Backstopping support

32. In addition to the 808 proposed temporary civilian positions to be deployed to the Mission, it is proposed to establish 28 temporary positions (26 positions for 12 months and 2 positions for 9 and 10 months) to be funded under the support account for peacekeeping operations in the Department of Peacekeeping Operations, the Department of Field Support, the Department of Management, the Office of Internal Oversight Services as well as, on an exceptional basis, the Department of Political Affairs in order to provide critical support and oversight for the Mission in its initial phase and to ensure speedy delivery of support to establish the Mission. It is proposed that the resources for the Department of Political Affairs be funded under the support account for peacekeeping operations on an exceptional basis, without setting a precedent for future resource proposals for that Department under the support account.

Human resources

33. The positions to be established in each Department and Office are presented in the table below. The functions to be performed by the incumbents of each position in relation to the backstopping of MINUSCA are explained in the annex to the present note.

Department/Office	*Grade level*	*Proposed number*
Department of Peacekeeping Operations		
Office of Operations		
Africa II Division		
Senior Political Affairs Officer	P-5	1
Political Affairs Officer	P-4	1
Team Assistant	GS (OL)	1
Office of Rule of Law and Security Institutions		
Police Division		
Police Programme Officer	P-4	1
Office of the Assistant Secretary-General		
Rule of Law and Security Institutions Officer	P-4	1
Disarmament, Demobilization and Reintegration Section		
Policy and Planning Officer (disarmament, demobilization and reintegration)	P-4	1
Subtotal, Department of Peacekeeping Operations		**6**
Department of Field Support		
Office of the Under-Secretary-General		
Planning Officer	P-4	1
Field Budget and Finance Division		
Finance Officer	P-3	1
Field Personnel Division		
Human Resources Officer	P-4	1
Human Resources Officer	P-3	1[a]
Logistics Support Division		
Senior Logistics Operations Officer	P-5	1
Planning Officer (Engineer)	P-4	1
Supply Officer	P-3	1[b]
Information and Communications Technology Division		
Geographic Information Systems Officer	P-3	1
Subtotal, Department of Field Support		**8**
Department of Management		
Office of Programme Planning, Budget and Accounts		
Accounts Division		
Finance Officer	P-4	1
Peacekeeping Financing Division		
Finance and Budget Officer	P-4	1

Department/Office	*Grade level*	*Proposed number*
Office of Central Support Services		
Procurement Division		
Procurement Officer	P-3	2
Subtotal, Department of Management		**4**
Office of Internal Oversight Services		
Internal Audit Division		
Chief Resident Auditor	P-5	1
Resident Auditor	P-4	3
Resident Auditor	P-3	2
Investigations Division		
Investigator	P-3	2
Subtotal, Office of Internal Oversight Services		**8**
Department of Political Affairs		
Electoral Assistance Division		
Electoral Officer	P-4	1
Administrative Assistant	GS (OL)	1
Subtotal, Department of Political Affairs		**2**
Total		**28**

Abbreviations: GS (OL), General Service (Other level).
[a] For nine months.
[b] For 10 months.

Financial resource requirements

34. Financial resource requirements in the amount of $6,114,400 gross ($5,722,100 net) are proposed, as reflected in the table below:

(Thousands of United States dollars)

Category	
I. Post resources	–
II. Non-post resources	
General temporary assistance	4 037.7
Official travel	955.1
Facilities and infrastructure	1 021.0
Communications	42.5
Information technology	58.1
Gross requirements	**6 114.4**
Staff assessment income	392.3
Net requirements	**5 722.1**

Analysis of financial resource requirements

	Cost estimates
General temporary assistance	$4 037.7

35. The provision would cover the salaries, common staff costs and staff assessments for the proposed 26 temporary positions for 12 months and 2 temporary positions for 9 and 10 months. Vacancy rates of 20 per cent for positions at Headquarters and 50 per cent for positions of the Office of Internal Oversight Services in the Mission and in the Regional Service Centre in Entebbe have been applied to the cost estimates.

	Cost estimates
Official travel	$955.1

36. An amount of $955,100 is requested for official travel, as shown in the table below:

(Thousands of United States dollars)

Department Office	*Cost estimates*
Department of Peacekeeping Operations	
Office of the Under-Secretary-General	36.4
Office of Operations	150.4
Office of Military Affairs	169.0
Office of Rule of Law and Security Institutions	52.0
Policy, Evaluation and Training Division	56.8
Subtotal, Department of Peacekeeping Operations	**464.6**
Department of Field Support	
Office of the Under-Secretary-General	114.9
Field Personnel Division	43.2
Logistics Support Division	130.4
Information and Communications Technology Division	79.6
Subtotal, Department of Field Support	**368.1**
Department of Management	
Office of Central Support Services	24.1
Office of Internal Oversight Services	
Internal Audit Division	29.4
Investigations Division	31.3
Subtotal, Office of Internal Oversight Services	**60.7**

Department/Office	*Cost estimates*
Department of Political Affairs	
Electoral Assistance Division	37.6
Total	**955.1**

37. An amount of $464,600 for the Department of Peacekeeping Operations is proposed to undertake the following mission planning/assessments/consultation activities: to support the Mission's strategic communications efforts ($36,400); to conduct assessments/consultations with local stakeholders in order to take stock of planning efforts on the ground, to participate in the joint mission with the African Union and to participate in the quarterly meetings of the International Contact Group and consultations with the World Bank and the International Monetary Fund ($150,400); to provide strategic guidance to the military component of the Mission on military aspects of transitional matters, to provide assistance and support in the establishment of Force and Sector headquarters, to establish operational and administrative procedures and to provide assistance in drafting operational orders and guidance materials, as well as to assess MISCA capability gaps and conduct predeployment and assessment visits ($169,000); to provide support to the Mission in assessing the most immediate needs in the rule of law and security institutions areas, and to map armed groups and assess the conditions for the successful implementation of disarmament, demobilization and reintegration programmes ($52,000); and to provide direct support to the Mission for protection of civilians and extension of State authority ($56,800).

38. An amount of $368,100 for the Department of Field Support is proposed to undertake the following mission planning/assessments/consultation activities: to provide planning support on the ground and for consultations in Addis Ababa with the African Union on transfer of authority from MISCA to MINUSCA ($114,900); to identify key issues regarding personnel and work with the Mission on strategies to address challenges during the start-up phase ($43,200); to coordinate, monitor and assess logistics service delivery to MINUSCA and to conduct predeployment visits to troop- and police-contributing countries in order to assess logistics support capabilities and to provide advice to Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment ($130,400); and to coordinate communications activities and review the implementation of information and communications technology plans during the start-up phase ($79,600).

39. An amount of $24,100 for the Department of Management is proposed to attend bidders conferences and contract negotiations prior to the award of contracts for the new tenders launched.

40. An amount of $60,700 for the Office of Internal Oversight Services is proposed to prepare two audit reports and to contribute to the preparation of horizontal audit reports ($7,400); to conduct investigations of cases of possible misconduct ($31,300); and to attend the resident auditors/assistants annual training conference and participate in the chief resident auditors annual conference at Headquarters ($22,000).

41. An amount of $37,600 for the Department of Political Affairs is proposed to undertake mission planning/assessments/consultation activities on electoral issues.

	Cost estimates
Facilities and infrastructure	$1 021.0

42. An amount of $1,021,000 is proposed for the standard rental cost of premises and for alterations, improvements and furniture, and for the acquisition of office supplies for the proposed 28 temporary positions.

	Cost estimates
Communications	$42.5

43. An amount of $42,500 is proposed for commercial communications services associated with mobile devices and desktop phones.

	Cost estimates
Information technology	$58.1

44. An amount of $58,100 is proposed for the acquisition of information technology equipment and the maintenance of such equipment based on service-level agreements.

VI. Actions to be taken by the General Assembly

45. **The actions to be taken by the General Assembly in connection with the financing of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic are:**

(a) **To authorize the Secretary-General to enter into commitments for the period from 10 April to 31 December 2014 in the amount of $312,976,400, inclusive of the amount of $59,552,000 previously authorized by the Advisory Committee on Administrative and Budgetary Questions for the period from 10 April to 30 June 2014;**

(b) **To assess the amount of $59,552,000 for the Mission for the period from 10 April to 30 June 2014;**

(c) **To assess the amount of $253,424,400 for the Mission for the period from 1 July to 31 December 2014;**

(d) **To approve the support account requirements in the amount of $6,114,400 for the 12-month period from 1 July 2014 to 30 June 2015;**

(e) **To prorate the amount of $6,114,400 among the budgets of the active peacekeeping operations for the financial period from 1 July 2014 to 30 June 2015.**

Annex

Functions associated with positions proposed for the backstopping of the Multidimensional Integrated Stabilization Mission in the Central African Republic

Department of Peacekeeping Operations

Office of Operations

Africa II Division

Senior Political Affairs Officer, P-5

Political Affairs Officer, P-4

Team Assistant, General Service (Other level)

1. Prior to the adoption of resolution 2149 (2014), the Office of Operations played the lead role in advancing the contingency planning for the Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) and gradually reinforced the capacity to support that exercise within the Africa II Division by temporarily redeploying existing resources within the Division and from other offices. Three temporary positions are now proposed in order to establish a dedicated and longer-term capacity in the Division in support of the implementation of Security Council resolution 2149 (2014).

2. The Department of Peacekeeping Operations has kept the integrated operational team resources under continuous review and flexibly managed them over the years to adequately reflect the level and complexity of peacekeeping operations on the ground. In this manner, the Department was able to propose a net reduction of the resources allocated to the integrated operational teams over the past few years. During the same time, it addressed the surge requirements arising from the evolving crises in the Democratic Republic of the Congo, South Sudan and the Syrian Arab Republic without seeking additional resources.

3. With the establishment of MINUSCA on 10 April 2014, the lead for the Central African Republic portfolio shifted from the Department of Political Affairs to the Department of Peacekeeping Operations with immediate effect and the Office of Operations became the primary focal point for both the planning and the backstopping activities for the new Mission. The Security Council requested the Secretary-General to ensure the seamless transfer of authority from the African-led International Support Mission in the Central African Republic (MISCA) to MINUSCA on 15 September 2014, including through the deployment of a transition team in close coordination with the African Union, and to accelerate the deployment of the civilian and military capabilities of MINUSCA in the Central African Republic. Owing to the complexity of the planning and transition process, the rapidly evolving situation on the ground, substantial demands in supporting the multidimensional mandate of MINUSCA, and the operational and logistical challenges encountered in the swift deployment of a large multidimensional mission in a landlocked country, substantial backstopping continues to be required from the Office of Operations. This backstopping capacity would include three temporary

positions (1 P-5, 1 P-4 and 1 General Service (Other level)) in addition to one post of Political Affairs Officer (P-3) funded from the regular budget, which has been temporarily redeployed from the Europe and Latin America Division, and specialists shared with other integrated operational teams. This team would lead the integrated assessment and planning process for MINUSCA; provide effective backstopping support and political guidance to the Mission; meet reporting requirements from the Security Council; and effectively consult with various stakeholders, including the African Union, the Economic Community of Central African States (ECCAS) and troop- and police-contributing countries.

4. It should be highlighted that the nature of the multidimensional mandate of the Mission and the complex international presence in the Central African Republic demand extensive coordination efforts, not only with the African Union and ECCAS, but also with the European Union, international financial institutions, particularly the World Bank, the International Criminal Court and the French forces.

5. The three temporary positions would include one position of Senior Political Affairs Officer (P-5), one position of Political Affairs Officer (P-4) and one position of Team Assistant (General Service (Other level)). Under the guidance of the Director of the Africa II Division, the Senior Political Affairs Officer (P-5) would focus on the areas of operational planning, political analysis, reporting and advice as well as strategy development and substantive coordination on a range of substantive areas. He or she, with support from the two Political Affairs Officers (P-4 and P-3), would support the formulation and implementation of the Mission's political strategies by developing Headquarters political guidance for the Mission on the basis of in-depth analysis and studies on complex political and cross-cutting issues, trends and operational challenges, as well as advance operational planning for the swift deployment of the Mission's civilian and military components and the transition from MISCA to MINUSCA scheduled for 15 September 2014, including coordinating the finalization of a mission concept and ensuring alignment with the component-specific concepts, such as the military concept of operations, the police concept of operations and the mission support plan.

6. Under the guidance of the Senior Political Affairs Officer (P-5), the Political Affairs Officer (P-4) would contribute to the planning and backstopping work of the team, including by monitoring and analysing developments in MINUSCA, the Central African Republic and related countries and regions of concern, identifying and responding to political changes, problems and incidents, ensuring consultation with and input from all stakeholders involved and preparing timely responses to the field; drafting a wide range of documents and correspondence, in particular the first progress report of the Secretary-General on 1 August 2014 and the update to the Security Council no later than 15 August 2014 on the state of preparation for a seamless transition of authority from MISCA to MINUSCA, briefing notes to the Council and other correspondence with the Council, other relevant bodies and Member States; and maintaining liaison through informal and formal contacts with a wide range of internal and external partners.

7. One Team Assistant (General Service (Other level)) would provide administrative assistance to the Team Leader.

Office of Rule of Law and Security Institutions

Police Division

Police Programme Officer, P-4

8. The mandate of MINUSCA includes the re-establishment of law and order, the protection of civilians and the development of host-State police and gendarmerie capacities. In addition, paragraph 40 of Security Council resolution 2149 (2014) provides that MINUSCA may, within the limits of its capacities and areas of deployment, at the formal request of the Transitional Authorities and in areas where national security forces are not present or operational, adopt urgent temporary measures to maintain basic law and order and fight impunity.

9. Until recently, backstopping support for the United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA) in the area of policing was provided in an ad hoc manner alongside support for other major peacekeeping missions.

10. With the establishment of MINUSCA, the Police Division is responsible for the planning, initial deployment and transition to full operational capacity, including through the possible rehatting of MISCA personnel, of a major police component of 1,800 police personnel, including 1,400 formed police unit personnel and 400 individual police officers. The MINUSCA police component will be operating in an extremely challenging environment in the Central African Republic, with a lack of facilities, infrastructure and effective host-State counterparts. In addition to supporting efforts to protect civilians and supporting law enforcement efforts of the local police and gendarmerie, the component will be required to assist in the re-establishment of host-State institutions so that they can assume their law-and-order functions.

11. In this context, it is proposed that one temporary position of Police Programme Officer (P-4) be established in the Police Division in New York, to significantly accelerate planning in order to start up the Mission's police component and ensure a seamless transition from BINUCA to MINUSCA, in close coordination with other Office of Rule of Law and Security Institutions components, the Office of Military Affairs, other United Nations agencies, funds and programmes (including the United Nations Development Programme, within the framework of the global focal point arrangement), the European Union and other bilateral actors, the African Union and ECCAS, and Member States.

12. A key task of the Police Programme Officer (P-4) would be to ensure that all police support is coordinated with national counterparts and other stakeholders and components of the criminal justice chain. The incumbent would work with other units of the Division to identify police profile requirements and contribute to the selection and recruitment process for police personnel (including formed police units). In addition to supporting the start-up of the Mission's police component, the incumbent would be responsible for providing strategic guidance for the mandated programmes of the component, as well as the analysis and evaluation of its activities and performance. He or she would also provide complementary day-to-day operational support to the integrated operational teams on all aspects of mission support and planning, including by providing accurate and coherent police reform and restructuring planning advice.

Office of the Assistant Secretary-General

Rule of Law and Security Institutions Officer, P-4

13. The mandate of MINUSCA places a strong emphasis on supporting rule of law and security institutions. The key immediate priorities for the new peacekeeping operation include ensuring public safety, law and order, disarming, demobilizing and reintegrating members of armed groups and assisting the Government in addressing the impunity prevalent in the country through support for national and international justice and rule of law, as well as national corrections institutions. Furthermore, MINUSCA is mandated to support security sector reform and weapons and ammunition management, and to support the sanctions regime established under Security Council resolution 2127 (2013), including by inspecting, recording and disposing of arms and any related materiel as soon as the security situation permits. The Council has requested the Secretary-General to begin planning for those tasks.

14. This will require backstopping resources at Headquarters to provide strategic guidance on how to implement this complex and extensive mandate in the area of the rule of law and security institutions, which are likely to include executive elements in the challenging context of the Central African Republic. A temporary position of Rule of Law and Security Institutions Officer (P-4) is therefore proposed for establishment in the integrated operational team as the dedicated capacity to:

(a) Ensure a strategic, integrated and well-coordinated approach for Headquarters assistance and support in the area of the rule of law and security institutions that is consistent with overall mission priorities, cognizant of political developments and in line with the military concept of operations, the police concept of operations and the mission support plan;

(b) Serve as the primary liaison between the integrated operational team and the rule of law and security institutions units in MINUSCA as well as the substantive units within the Department of Peacekeeping Operations/Office of Rule of Law and Security Institutions;

(c) Monitor developments and provide regular analysis and updates on issues related to the rule of law and security institutions in the mission area, including drafting substantive inputs for briefings, code cables, reports of the Secretary-General and the Security Council;

(d) Facilitate the working-level coordination and integration of planning processes in the area of the rule of law and security institutions and provide guidance, advice and support specific to that area in the start-up phase of MINUSCA, including with regard to the development of strategic plans and policy frameworks, projects and programmes for the components related to the rule of law and security institutions, and assistance to senior-level planning and coordination mechanisms;

(e) Provide strategic advice on and support for the transition from MISCA to MINUSCA as stipulated in Security Council resolution 2149 (2014);

(f) Coordinate the participation of the components related to the rule of law and security institutions in fact-finding, planning and other missions to countries or operations within the assigned area of responsibility.

Disarmament, Demobilization and Reintegration Section

Policy and Planning Officer (DDR), P-4

15. The implementation of a national disarmament, demobilization and reintegration programme in the Central African Republic has been clearly identified by national and international partners as an immediate priority for the country, which is reflected in resolution 2149 (2014).

16. The complex dynamic of the armed groups operating in the country and their role in the current conflict require the development and implementation of an innovative, context-specific programme with a focus on: (a) interim stabilization measures; (b) the facilitation of a political agreement on entry criteria, benefits and obligations; (c) the planning and implementation of disarmament, demobilization and cantonment operations; and (d) the planning and implementation of community-based reintegration programmes in general and community violence reduction programmes in particular.

17. In order to allow MINUSCA to be operational and address these key issues, the Policy and Planning Officer (DDR) (P-4) in the Disarmament, Demobilization and Reintegration Section of the Office of Rule of Law and Security Institutions would be responsible for:

(a) Planning the key phases of a new disarmament, demobilization and reintegration programme in the Central African Republic and supporting the Mission in operationalizing it, as well as in mobilizing resources and identifying partners;

(b) Establishing and staffing a Disarmament, Demobilization and Reintegration Section in MINUSCA within a short period of time. In view of the presence of members of armed groups in the north, north-east and north-central areas of the country, disarmament, demobilization and reintegration staff will need to be deployed quickly to field offices in those areas;

(c) Facilitating the transfer of knowledge from the community violence reduction programme in Haiti to MINUSCA with a view to the planning and implementation of community violence reduction programmes;

(d) Working closely with United Nations agencies, funds and programmes, and with the Mediation Support Unit of the Department of Political Affairs, to support national partners in creating the conditions for a favourable operational environment at the national (peace agreement) and local (community reconciliation) levels;

(e) Supporting MINUSCA in implementing interim stabilization measures and immediate impact projects to respond to urgent needs, before a formal disarmament, demobilization and reintegration process is established.

18. Accordingly, a temporary position of Policy and Planning Officer (DDR) (P-4) is proposed to provide political and programmatic support for the development and implementation of a new disarmament, demobilization and reintegration programme in the Central African Republic and the establishment of a Disarmament, Demobilization and Reintegration Section in MINUSCA throughout the set-up and operationalization phases in 2014/15. The incumbent would work closely with all other components of the Office of Rule of Law and Security Institutions, as well as with the Office of Operations, the Department of Political Affairs and United Nations agencies, funds and programmes.

Department of Field Support

Office of the Under-Secretary-General

Office of the Assistant Secretary-General/Operational Support Team

19. Initial planning within the Department of Field Support for MINUSCA leading up to the adoption of Security Council resolution 2149 (2014), as well as for the support provided to MISCA, was conducted fully from within existing resources by means of the internal redeployment of resources within the Operational Support Team of the Office of the Assistant Secretary-General for Field Support. This was at the expense of attention to much-required integrated support for other start-up missions and missions in transition (e.g., in Mali, Somalia, South Sudan and the Syrian Arab Republic) and is therefore not a tenable longer-term solution. The establishment of MINUSCA and the heavy workload related to planning for its deployment, including the ongoing support for and eventual transfer of authority from MISCA to MINUSCA, require a small but dedicated capacity.

20. Pursuant to paragraph 24 of Security Council resolution 2149 (2014), in which the Council requested the Secretary-General to take all possible steps, including through the full use of existing authorities and at his discretion, to accelerate the deployment of the Mission's civilian and military capabilities in the Central African Republic, in order to best respond to the Council's expectations and the needs of the Central African Republic population, it is proposed that a dedicated MINUSCA Support Team, composed of one Planning Officer (P-4) and, on a part-time basis, the Team Leader (P-5) of the MINUSMA Support Team, be established within the Operational Support Team to support the initialization of MINUSCA during the critical mission deployment period of 1 July 2014 to 30 June 2015. This period will cover phases 1 and 2 of the MINUSCA mission concept, which will constitute the busiest periods of the Mission's activities, including but not limited to the start-up of the Mission, the deployment of enablers, the preparation of camps and offices, support for MISCA, the repatriation of non-rehatted MISCA troops and police, the deployment of new MISCA troops and police, the deployment of additional MINUSCA troops and police, preparation for elections, support for elections and support for disarmament, demobilization and reintegration and disarmament, demobilization, repatriation and reintegration.

21. The MINUSCA Support Team would play a vital coordination role as well as assist and advise the mission in planning, establishing, developing and maintaining support arrangements. This Headquarters planning and coordination would occur among the Mission, the Global Service Centre in Brindisi, Italy, the Regional Service Centre in Entebbe, Uganda, neighbouring missions, and various divisional counterparts within the Department of Field Support, the Department of Peacekeeping Operations, the Department of Management, agencies, funds and programmes and Member States. The Team would develop the mission support concept and plan and then coordinate and monitor the implementation of the MINUSCA support plan by various Department of Field Support entities in New York, including deliverables and timelines in line with resolution 2149 (2014). The MINUSCA Support Team would also provide advice on, follow up and address cross-cutting issues involving Headquarters and the Mission. This would entail maintaining awareness with respect to mission support issues involving and affecting Department of Field Support divisions, the Department of Peacekeeping

Operations (the Office of Operations, the Office of Rule of Law and Security Institutions, the Office of Military Affairs and the Police Division) in the implementation of their activities, therefore ensuring coherence, efficiency and effectiveness.

Planning Officer, P-4

22. It is proposed that a temporary position of Planning Officer (P-4) be established. This position would be supplemented by the temporary internal redeployment on a part-time (50 per cent) basis of the Team Leader (P-5) of the MINUSCA Support Team, to provide leadership, explore synergies between planning efforts for MINUSCA and MINUSMA, and act as the principal liaison point between MINUSCA mission support management and the Office of the Under-Secretary-General for Field Support, as well as across other senior headquarters management, on all matters related to strategy, planning, liaison and policy.

23. The proposed Planning Officer (P-4) would provide recommendations on policy and technical matters to the Team Leader (P-5). The incumbent would assist in the oversight, planning and coordination of support for MINUSCA to ensure effective responsiveness to mission support requirements. In addition, the incumbent would be responsible for addressing Headquarters-related cross-cutting and operational support requirements of the Mission while maintaining liaison with the relevant departments, ensuring that Headquarters support arrangements are in place, and would follow up on mandate implementation at the operational level. The position would be essential in ensuring the timely flow and alignment of information between the Mission and Headquarters at the working level and across other divisions, specifically the Department of Political Affairs, the Department of Peacekeeping Operations, the Department of Management and the Department of Safety and Security, as well as with the Global Service Centre in Brindisi and the Regional Service Centre in Entebbe, the United Nations Office to the African Union in Addis Ababa, and United Nations agencies, funds and programmes. The Planning Officer (P-4) would also maintain close liaison with Member States and regional organizations (the African Union and the European Union), identifying potential sources of goods, services and support while ensuring that open lines of communication are maintained among the Mission, troop- and police-contributing countries and donors. In addition, the incumbent would play a key role in fostering and maintaining the coordination of inter-mission and regional support for the Mission as well as being involved in all aspects of planning and support arrangements.

Field Budget and Finance Division

24. The Field Budget and Finance Division is mandated to support peacekeeping missions across a full range of budgetary and financial functions, and to establish and maintain the Secretariat's administrative relationship with troop- and police-contributing countries for all individual contingents deployed to field missions. The initial stages of a new peacekeeping operation place a substantial burden on the Division in the preparation of new funding proposals, institute financial functions in the mission, establish agreements with troop- and police-contributing countries and process added contingent-owned equipment reimbursement payments to them.

Those responsibilities include the negotiation and preparation of memorandums of understanding for each military and police contingent to be deployed to MINUSCA.

Finance Officer, P-3

25. In the case of MINUSCA, the new mission is expected to expedite preparations for the transfer of authority for a number of contingents from the African Union mission, MISCA, as from 15 September 2014. Recent experience in similar situations has shown that such transfers often involve complex assessments and negotiations in the finalization of memorandums of understanding.

26. It is envisaged that a dedicated capacity within the Field Budget and Finance Division will be required to support the newly established Mission through June 2015, its first full budget period of operations. The coordination and negotiation of memorandums of understanding with troop- and police-contributing countries, for both rehatted MISCA contingents and newly generated capabilities, will be significant during this start-up period. A critical aspect of this work will be the Secretariat's efforts to ensure that the capabilities of units transferred from MISCA meet United Nations standards so that MINUSCA can implement its mandate.

27. Accordingly, it is proposed that one temporary position of Finance Officer (P-3) be established within the Memorandum of Understanding and Claims Management Section of the Division, to support the added responsibilities related to establishing memorandums of understanding for new contingents. As part of a wider team, the incumbent would support the complex liaison needed with Department of Peacekeeping Operations and Department of Field Support counterparts to identify the personnel, equipment and self-sustainment requirements on the ground, in addition to engaging in negotiations with the relevant permanent missions of Member States.

Field Personnel Division

28. The complexity of the new Mission gives rise to immediate demands that go beyond the capacity of the existing level of the resources of the Field Personnel Operations Service and the Field Personnel Specialist Support Service of the Field Personnel Division. As an interim measure, the Division has been able to arrange for the deployment of four staff members to the Mission on temporary duty assignment to assist it during its critical start-up phase in recruitment and the transition to a peacekeeping mission.

Field Personnel Operations Service/Africa I Section

Human Resources Officer, P-4

29. It is therefore proposed that one temporary position of Human Resources Officer (P-4) be established to augment the team in the Africa I Section, to backstop MINUSCA during its critical start-up phase.

30. MINUSCA is a complex multidimensional mission operating in a challenging environment with many constraints. In addition, its establishment involves the transfer of the lead department responsible for providing support to the Mission from the Department of Political Affairs to the Department of Peacekeeping Operations and the related transfer of BINUCA civilian staff members to MINUSCA. Preliminary planning by the Field Personnel Division has shown that it

will be more difficult to recruit for MINUSCA than for other start-up missions given the limited availability of suitable Francophone candidates on the rosters, the hardship nature of its location and the state of the local labour market in terms of national positions. In the light of those recruitment challenges, there will be a need to utilize a variety of options and mechanisms in recruiting for the new Mission, including the use of non-staff capacities, which will require a dedicated focal point to coordinate the development and implementation of a customized comprehensive human resources strategy that will encompass the evolving nature of the Mission, and a specific MINUSCA human resources management plan to attract the most suitable talent for it. The Human Resources Officer (P-4) would provide strategic planning guidance and ensure the appropriate implementation of the recruitment modalities. In addition, the incumbent would be responsible for preparing reports for management and legislative bodies and providing business intelligence for analysis that feed into the human resources management strategy of the Mission. He or she would monitor the implementation of the human resources management authorities and responsibilities that will be delegated to the Mission, as well as the quality of the transactional services delivered by the Regional Service Centre in Entebbe, and recommend immediate corrective action as necessary. The significant challenges that MINUSCA faces in terms of absorption capacity for staff, and the limited infrastructure available mean that a phased deployment strategy is required for this start-up Mission. Such a strategy will have to be aligned with the priority objectives of the Mission and will require a high level of coordination among it, the Field Personnel Division and other stakeholders at and outside Headquarters, with the incumbent acting as the focal point for all strategic and operational human resources management planning activities.

Field Personnel Specialist Support Service/Recruitment, Outreach and Career Development Section

Human Resources Officer, P-3 (for a period of nine months)

31. It is also proposed that one temporary position of Human Resources Officer (P-3) be established for a period of nine months to augment the team in the Recruitment, Outreach and Career Development Section, to backstop MINUSCA during its critical start-up phase.

32. Given the recruitment challenges faced by MINUSCA, the incumbent would work closely with occupational group managers to identify gaps in the rosters and to develop an outreach strategy focused on targeting suitable Francophone candidates, mainly from the relevant occupational areas, to carry out functions in the areas of human rights, civil affairs, political affairs, justice and corrections, which have been identified as key areas on which the Mission will focus. He or she would also identify critical niche functions or advisory areas requiring expertise that other non-staff modalities could be used to bring in for short periods. The incumbent would also work closely with the Outreach Unit to find such experts and to coordinate the planning of the strategy between the Mission and the relevant stakeholders for their deployment.

33. In addition, the incumbent would devise outreach strategies to develop a pipeline of Francophone candidates ready for deployment to difficult locations and to support the identification of other non-staff capacities that may be deployed to support the Mission in specialized areas or in an advisory capacity for short periods. Such capacities may include, among others, consultants, Government-provided

personnel, institutional or corporate contractors, staff on non-reimbursable loans and gratis personnel.

Logistics Support Division

Senior Logistics Operations Officer, P-5

34. The start-up of the new Mission in the Central African Republic is expected to bring considerable additional workload to the Logistics Operations Section of the Logistics Support Division. The Division delivers services critical to the Mission's start-up and essential for the military/police footprint. Those services are complex and interdependent, involving substantial engagement in strategic planning. Any gap in coordination would hamper the information flow, thus jeopardizing the delivery of services that lay the foundation for the successful implementation of the Mission's mandate. The Logistics Operations Section plays a key role in logistics planning, oversight, analysis, coordination, direction and advice, not only inside the Division, but also with other partners: the offices of the Department of Field Support, the Department of Peacekeeping Operations and the Department of Political Affairs, the Global Service Centre, field operations, Member States, other United Nations agencies, funds and programmes, and external entities as required. During the mission start-up phase, the Section takes the lead in the Division with respect to the planning of the new mission, the assessment of the mission area and of logistical needs, and the development of a logistics support concept, a military enablers concept and efficient, economical and sound logistics solutions integrating military, civilian and in-house capabilities. It is therefore proposed that a temporary position of Senior Logistics Operations Officer (P-5) be established, reporting directly to the Director of the Logistics Support Division and responsible for the following duties in support of the start-up of MINUSCA:

(a) Provide leadership in the Logistics Support Division in providing support to MINUSCA;

(b) Lead/participate in technical assessment missions to the Central African Republic to gain first-hand knowledge of the ground and assess logistics support requirements;

(c) Develop logistics support planning parameters and assumptions, a logistics support concept and military requirements, in consultation with all stakeholders;

(d) Provide the logistics chapter for the military and police concepts of operations, force composition planning and statements of unit requirements for military and police units;

(e) Reach out to United Nations and external resources and Member States to develop sound logistics solutions with efficiency and economy;

(f) Provide inputs for the development of the status-of-forces agreement with the Central African Republic and other agreements with neighbouring States for the facilitation of the supply chain to the Central African Republic.

Planning Officer (Engineer), P-4

35. MINUSCA has created a considerable additional workload for the Engineering Section of the Logistics Support Division. The Central African Republic has no infrastructure to support the successful deployment of MINUSCA. Furthermore, the existing staff supporting BINUCA and MISCA are currently overtaxed with engineering-related tasks in support of their missions and mandates. The successful deployment of MINUSCA will depend on properly planned and coordinated engineering service delivery, which in turn contributes directly to the overall delivery by the Department of Field Support of services related to mission support. Engineering service delivery will include aerodrome construction and maintenance, the construction/commissioning of the Mission headquarters and field offices/camps with all associated power, water and wastewater utility systems, waste management and road construction. The transfer of authority from MISCA to MINUSCA is only five months away, and the building of all facilities and infrastructure required to support the Mission's initial operating capacity needs to be started as soon as possible.

36. It is therefore proposed that a temporary position of Planning Officer (P-4) be established to carry out the following responsibilities:

(a) Interfacing with all appropriate parties within the Department of Field Support, the Department of Peacekeeping Operations and the Department of Safety and Security for the establishment of required programming inputs and engineering technical guidance for subsequent engineering conceptual designs, assets and activities;

(b) Working with the Military Support Officers and troop-contributing country enablers required to support the Mission's engineering requirements, maintaining liaison with other enablers (the United Nations Office for Project Services, Member States, commercial — through the Procurement Division of the Department of Management) for the development of enabling capacity scopes of work, letters of assist or memorandums of understanding and, subsequently, managing high-value, complex solicitation processes and overseeing their implementation;

(c) Developing scopes of work for any MINUSCA-specific engineering goods and, subsequently, interfacing with the Procurement Division for solicitation purposes;

(d) Supporting environmental planning activities associated with the establishment of facilities and infrastructure within the Central African Republic and interfacing with the United Nations Environment Programme when appropriate.

Supply Officer, P-3 (for a period of 10 months)

37. The new Mission in the Central African Republic will bring considerable additional workload to the Supply Section of the Strategic Support Service of the Logistics Support Division, as evidenced by the dynamic and iterative planning process undertaken so far. The situation is further complicated by the level of supply staff in BINUCA, as it is only a small special political mission. To ensure the timely provision of the critical life support services of rations, fuel and general supply, several options need to be evaluated for the short term as well as for the long term. For example, the leveraging of contracts of other missions in proximity needs to be

evaluated, taking into account the performance of the contractors in those missions; whether short-term contracting solutions put in place for MISCA should be replaced by the transfer of authority date of 15 September 2014; or whether the solicitation processes for the long-term contracts should be started as soon as relevant information about the deployment of the new Mission is available. Regardless of the option(s) chosen, the management of complex solicitation processes will be required in the coming period. This work will involve Headquarters expertise in establishing high-value, complex service contracts and implementation oversight. The challenges of implementing the short-term contracts have made it evident that Headquarters support for a mission in the start-up phase is critical if the mission is to be able to carry out its mandate, as illustrated by the recent experience with MINUSMA. A task of this scope, complexity and value requires at least one Supply Officer at the P-3 level for a period of 10 months to deliver on supply support requirements.

Information and Communications Technology Division

Geographic Information Systems Officer, P-3

38. The Cartographic Section of the Information and Communications Technology Division provides geospatial information in support of the decision-making and operational needs of the Security Council, the Secretariat and United Nations peacekeeping operations and special political missions, backstopping support for field mission geographic information systems (GIS) operations and technical assistance regarding international boundary issues.

39. Owing to the exigencies of the start-up of the Mission and the requirement for the rapid setting-up of communications, information technology and geographic information systems infrastructure, a temporary position of GIS Officer (P-3) is required. The incumbent would develop mission support plans in the context of developing an integrated support strategy that will encompass not only communications and information technology, but also cartographic and geospatial information services.

40. The Cartographic Section, comprising the Geographic Support Unit and the Geographic Operations Unit, has two staff members at the P-4 level and supports 14 peacekeeping missions. The anticipated volume of workload associated with the start-up of the Mission and the particulars of migrating an existing operation under the African Union to a full peacekeeping mission cannot be undertaken by the existing capacity of the Section. The GIS Officer (P-3) would not only augment the Cartographic Section in the area of management and oversight, but also coordinate activities linked to the planning of MINUSCA: develop the concept of operations, budget, staffing plans and other required GIS-specific documentation; coordinate the procurement of equipment, software and data for the start-up of the Mission; prepare requirements and coordinate the acquisition of products requested by the planning team (infrastructure assessment, city maps and thematic maps); maintain liaison with the team in-theatre to identify pre-start-up geospatial information needs; and maintain liaison with potential external partners to establish a data and information exchange partnership with regard to the area of interest. The incumbent would also maintain liaison with Member States on opportunities for cooperation on the GIS-specific information required to support the Mission.

Department of Management

Office of Programme Planning, Budget and Accounts

Accounts Division

Finance Officer, P-4

41. The establishment of one temporary position of Finance Officer (P-4) is proposed to allow the Accounts Division to cope with the higher workload related to the establishment of MINUSCA. As a result of an internal assessment carried out by the Office of Programme Planning, Budget and Accounts after the Security Council approved the establishment of MINUSCA, it was determined that in order to adequately backstop the Mission during the financial period 2014/15, the full-time support of an additional Finance Officer at the P-4 level would be required in the Division. This would be commensurate with the number of Finance Officers backstopping other large and complex missions in the Division. Given the complexity of this large start-up Mission and its full-year volume of operations, the existing staff resources of the Division cannot adequately support the increase in workload. The functions of the Finance Officer (P-4) position would include the analysis of accounts and the review/preparation of financial reports for MINUSCA. The incumbent would also provide guidance on accounting policies, procedures and practices to counterparts in the Department of Field Support and the Mission, and would ensure the implementation of audit recommendations in a timely manner.

Peacekeeping Financing Division

Finance and Budget Officer, P-4

42. The Peacekeeping Financing Division supports 15 active field missions and 4 missions in liquidation, the United Nations Logistics Base, at Brindisi and the support account for peacekeeping operations.

43. The Division has experienced a significant workload volume in recent financial periods, commensurate with the characteristics of the current missions. The complexity of those missions is demonstrated not only by the composition of their input requirements, but also by the multi-component results-based frameworks that reflect their respective mandates. Steady progress has been made in refining the results-based frameworks, which requires a level of effort that is both intensive and time-consuming. Given the multidimensional scope of these missions' mandates, their respective results-based-budgeting frameworks and financial and human resource requirements require extensive and detailed analysis, within tight timelines for the submission of the financing reports.

44. The establishment of one temporary position of Finance and Budget Officer at the P-4 level is required to strengthen the Division's capacity to support the financial and legislative backstopping of MINUSCA. As a result of an internal assessment carried out by the Division after the Security Council had approved the establishment of the Mission, it was determined that in order to adequately backstop it in 2014/15, the full-time support of a Finance and Budget Officer at the P-4 level would be required, which would be commensurate with the number of Finance and Budget Officers backstopping other large and complex missions. Taking into account the breadth, complexity and multidimensional scope of this large Mission, this requirement cannot be accommodated from within the approved staffing

establishment of the Division. The functions of the Finance and Budget Officer (P-4) position would include the review, analysis and preparation of the Secretary-General's performance and budget reports for MINUSCA and of detailed supplementary information for the Advisory Committee on Administrative and Budgetary Questions. The incumbent would also be responsible for financial backstopping, the monitoring of budget implementation, the review and analysis of monthly troop strength reports for troop cost reimbursement and the administration of mission-related trust funds. In addition, the incumbent would provide budgetary guidance to counterparts in the Department of Field Support and the Mission. The proposal that MINUSCA be supported with a dedicated Finance and Budget Officer (P-4) would ensure that financial backstopping, the administration of related trust funds and the provision of legislative support for the Missions are carried out in a timely manner.

Office of Central Support Services

Procurement Division/Peacekeeping Procurement Section/Engineering Support Team

Procurement Officer, P-3

45. The Engineering Support Team of the Peacekeeping Procurement Section of the Procurement Division is responsible for the procurement of infrastructure-related requirements in support of MINUSMA and MINUSCA. MINUSMA requires continuous support for requirements such as borewell drilling, airfield construction and maintenance and camp construction. The Mission is expanding, and these requirements are significant and complex. MINUSCA requires an even broader range of requirements and associated support from the Engineering Support Team. This involves the construction of headquarters in three sectors, vertical work and contracts for enabling capacity for the erection and installation of equipment and for airfield, runway and taxiway construction. Additional requirements include the purchase of goods and equipment such as prefabricated buildings, tents, generators, solar panels, water treatment plants and helipads. In addition, they include the establishment of borewell drilling, waste management services and the installation and maintenance of various types of engineering-related equipment.

46. The number of contracts of the Engineering Support Team is high, with the total value of its portfolio in support of missions estimated at $1.4 billion. On the basis of systems contracts, the Team issues approximately 50 purchase orders per year. In addition to systems contracts, the Team handles regular contracts and contract amendments/extensions (approximately 30 per year). It also handles a high volume of mission requests for local procurement authority and mission submissions of local procurement cases for presentation to the Headquarters Committee on Contracts (about 60 per year). As part of the requirement to support missions, the Team continues to be involved in the organization of and participation in bidders' conferences, the issuance of clarifications regarding tenders to vendors, site visits, prototype inspections and contract negotiations, to ensure that field operations engineering support requirements continue to be met through commercial contracts in accordance with high industry standards.

47. The impact of this workload escalates significantly for start-up missions, owing to the fact that engineering requirements fall in the strategic category and are for critical commodities, and thus are under the direct management of Headquarters.

48. It is therefore proposed that a temporary position of Procurement Officer (P-3) be established, responsible for the establishment and management of high-value, complex contracts supporting mainly MINUSMA and MINUSCA, as explained above. The timely and efficient rebidding (including market research), management and negotiation of new contracts would benefit the Organization by creating effective international competition and ensuring best value for money.

Procurement Division/Logistics and Transportation Section/Long-Term Air Charter Team

Procurement Officer, P-3

49. The contracts of the Long-Term Air Charter Team are high in number and value, constituting more than 25 per cent of the annual acquisition value of the Procurement Division amounting to approximately $700 million. The impact of this workload escalates significantly for start-up missions, owing to the fact that air charter requirements are of a strategic nature and thus under the direct management of Headquarters, in terms of both commercial and military assets. Furthermore, all long-term air charter assets are mission-specific, instead of being procured through systems contracts, and, as shown by the experience of other start-up missions such as MINUSMA, the procurement of aviation assets require urgent and concurrent action to cover complex requirements ranging from the movement of personnel and cargo to aero-ambulance and search and rescue, as well as special capabilities such as unmanned aerial vehicles. Owing to volatile security situations, start-up missions often require heavy support for military assets with various functional capacities, calling for heavy resource support in the time-sensitive handling of the negotiation of letters of assist. Furthermore, the shift towards performance-based requirements, with greater emphasis placed on best value for money, has added complexity to the procurement process, which requires more time to process the procurement of highly time-sensitive transportation requirements and the administration of increased transport operations in field missions.

50. The proposed temporary position of Procurement Officer (P-3) would handle the complex air charter requirements of both commercial and military assets on a daily basis, especially in support of start-up missions such as MINUSCA, in line with the aviation concept of operations. To date, support for letters-of-assist negotiations for new missions such as MINUSMA has been provided through the stretching of existing resources, and the additional position would alleviate resource constraints to allow for focused efforts to realize efficiency gains and cost savings and achieve better negotiation outcomes to effectively meet operational demand.

Office of Internal Oversight Services

Internal Audit Division

MINUSCA Resident Audit Office

Chief Resident Auditor, P-5

Three Resident Auditors, P-4

Two Resident Auditors, P-3

51. The Internal Audit Division of the Office of Internal Oversight Services (OIOS) uses a risk-based audit planning approach in accordance with the International

Standards for the Professional Practice of Internal Auditing, promulgated by the Institute of Internal Auditors, and develops its audit workplan taking into account the recommendations of the Independent Audit Advisory Committee.

52. The Division conducted a risk assessment with regard to MINUSCA based on: (a) the planning for MINUSMA, taking into account such factors as the complexity of its mandate, its approved uniformed personnel strength and estimated budget levels based on the uniformed personnel strength of other missions of similar size; (b) the previous experiences of start-up missions; and (c) the levels of internal OIOS resources deployed to other medium-size/large peacekeeping missions. On the basis of the risk assessment, it is proposed that a Resident Audit Office be established in MINUSCA, comprising six positions (1 Chief Resident Auditor (P-5) and 5 Resident Auditor (3 P-4 and 2 P-3)). The Resident Audit Office would be responsible for implementing the audit workplan for MINUSCA and for providing ongoing independent advice to the Mission's management. Since MINUSCA is a new Mission, the proposed new posts would be dedicated to conducting seven audit assignments focusing on the highest-risk areas to be dealt with by MINUSCA in the early stages of its establishment, including logistics, procurement, safety and security, and the recruitment of national staff.

Investigations Division

Regional Investigations Office in Entebbe

Two Investigators, P-3

53. In the light of the assessment of the newly approved organizational structure of the Investigations Division and the need to achieve a better balance and better performance, including effectiveness and transparency in the use of resources, the two proposed positions of Investigator (P-3) would be based in the Regional Investigations Office in Entebbe and would address investigations arising from MINUSCA, including in support of paragraph 38 of Security Council resolution 2149 (2014), on zero tolerance of sexual exploitation and abuse. The establishment of two temporary positions of Investigator (P-3) for MINUSCA in the Office would increase the efficiency and effectiveness of peacekeeping operations through a more responsive investigative structure. This would expedite the intake of new matters and allow for the enhanced capacity-building of counterpart personnel.

Department of Political Affairs

Electoral Assistance Division

Electoral Officer, P-4

Administrative Assistant, General Service (Other level)

54. One temporary position of Electoral Officer (P-4) is proposed to provide a range of support to the United Nations Integrated Electoral Team throughout the three electoral events scheduled in the Central African Republic during the 18-month transitional period, including on administrative and substantive issues. The incumbent would monitor the electoral processes, review plans and strategies, serve as Member States' focal point on electoral issues and participate in consultations in this area. He or she would also carry out analysis, including through field assessments, make recommendations, provide critical policy advice to the

United Nations Focal Point for Electoral Assistance Activities and link with other Headquarters entities providing backstopping to the Mission. In addition, the incumbent would support the Department of Peacekeeping Operations in all electoral assistance matters, in accordance with United Nations policy on integrated electoral support.

55. In addition, the Administrative Assistant (General Service (Other level)) would support the work of the Electoral Assistance Division as it relates to the administrative and human resources backstopping of the United Nations Integrated Electoral Team. In this connection, he or she would augment the Division's Roster Team by serving as the Division's focal point for the recruitment of the Electoral Team.